

[Time: 03.00 Hrs]

[ Marks:60 ]

Please check whether you have got the right question paper.

- N.B:
1. Q.1 is compulsory and carries 20 Marks.
  2. Attempt any four questions from Q.2, Q.3, Q.4, Q.5, Q6 and Q7. Each of these questions carry 10 Marks.
  3. Figures to the right indicate full marks.

**Q.1 (A) Solve the below given Case Study:**

**(20)**

In this case study, the application of operationalization is used to determine the terms of a process (or a set of proof tests) that are needed to regulate the nature of an item or phenomenon. In this case, researchers determined some operational definitions in terms of organizational behaviour, negative behaviour, positive behaviour, negative attitude, positive attitude, job satisfaction, job dissatisfaction, and job performance.

Organizational behaviour focuses on trying to understand the different types of human behaviour and its advantages as well as its disadvantages. It considers how phenomena like motivation can influence human behaviour, attitude, individual, team and group work in organisations. Negative behaviour and positive behaviour can be classified as an organizational behaviour because both of it influences human's attitude in the organisation. Negative behaviour or attitudes act as facilitators and barriers to effective mutual workplace relationships among workers in organisations.

Job satisfaction is defined as a blend of mental, physiological, and natural circumstances that enable employees to speak honestly about his/her satisfaction toward the job that they hold in the organisation. Alex is well-educated, and he holds a master's degree from the United Kingdom. Additionally, he has over 25 years of experience in the banking industry. Simon's negative attitude as a senior executive annoys and disappoints him, hence, resulting in him being dissatisfied with his job.

Simon also penalized Alex by taking away his promotion, increment, and bonus; leaving the employee to work under pressure. Other subordinates were also not satisfied with the job because of Simon's behaviour, and they ceased from the task. Generally, Alex has his own perception about the job, and he wants a peaceful working environment instead of opposing and conflicting opinions which often lead to arguments between them. How does Alex manage Simon's negative attitudes which create employees' job dissatisfaction? Additionally, how does Alex manage Simon's negative attitudes to become positive attitudes that can enhance employees' job satisfaction? It shows how the managers' negative attitudes and positive attitudes in the workplace can create job satisfaction and job dissatisfaction among employees.

A manager cannot control the subordinate's thoughts and opinions, as well as penalize an employee. This is because being a leader; a manager is responsible for the subordinate and the work that they do. A manager should consider the employees' position and behaviour while making certain decisions, as to not disassemble the spirit in the team. Managers and leaders are prone to give a negative comment when employees provide suggestions and thoughts. As employees usually work hard to bring positivity and improvement, harsh and unsupportive remarks may demotivate them. Demotivated employees further express their dissatisfaction by coming to work late, taking frequent medical leaves, and disregarding the works assigned by the supervisor. An employee has the right to take actions on such managers, but very often they do not. Throughout an employees' working life, encounters with ill-behaving managers are unavoidable. As there is no alternative way to ignore this kind of working environment, employees often resort to resignation. As leaders, managers should guide their subordinates and not ignore employees. Managers should cultivate positive thinking, constructive opinions, and ideas to sustain the workplace culture and improve the leader-member exchange relationship.

Every organization has issues to handle, and the way the management or leaders handle the issues can affect the organization's performance as well as the employees' performance. As a part of the top management, leaders should encourage employees and avoid demotivating attitude to ensure a better work environment. Emotional intelligence is the most crucial aspect that should be observed by everyone in an organisation. A high positive level of emotional intelligence establishes a high level of organizational citizenship behaviour, which further increases organizational performance. When bank employees can express their emotional experiences, both individual and organizational performance becomes enhanced. Hence, this brings down the workplace stress. Successful organisations know the importance of practicing positive attitude in various condition, performance, and employee engagement. Such positivity is very crucial for employees when they later face with a negative work environment. Therefore, training assessment and evaluation of employees are very important as it guides them to learn as well as support the team members at the workplace, while they continue to attain the organizational goals, vision, and mission. In other words, training provides employees with a chance to learn coaching, guiding, and motivating techniques that can be used to improve the team members; creating a supportive work environment for the group members further ensures emotional intelligence development and elimination of negative attitude in the workplace.

**Answer the following questions based on the above given Case Study:**

- Q.1.** Explain the process of application of operationalization
- Q.2.** What is emotional intelligence? How does it impact the global HR function?
- Q.3.** Discuss the importance of training in building organization effectiveness.
- Q.4.** How does Alex manage Simon's negative attitudes which create employees' job dissatisfaction?

**Q.2 Any two from (a) or (b) or (c): (10)**

(A) Characteristics of effective expatriate managers.

(B) Tips for dealing with culture shock.

(C) The role of family.

**Q.3 Any two from (a) or (b) or (c): (10)**

(A) What are the common occupational health and safety standards?

(B) What are the benefits of international labour standards?

(C) What is a Trade Union? Why should workers join a Trade Union?

**Q.4 Any two from (a) or (b) or (c): (10)**

(A) What is employee engagement and why is it so important?

(B) What are the 5 levels of regional integration?

(C) Differentiate between Training & Development.

**Q.5 Any two from (a) or (b) or (c): (10)**

(a) What are the trends in international training and development?

(b) Explain global workforce management.

(c) Discuss different trade union activities.

**Q.6 Any two from (a) or (b) or (c): (10)**

(A) Explain successful repatriation practices.

(B) Explain expatriate success factors.

(C) What do you mean by corporate culture?

**Q.7 Any two from (a) or (b) or (c): (10)**

(A) What does equal opportunity mean?

(B) Why is employee relations important?

(C) Explain the concept of luck egalitarianism.